



HOUSTON PUBLIC LIBRARY

FY2021 Zero Based Budget Workshop Presentation

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April 14, 2020

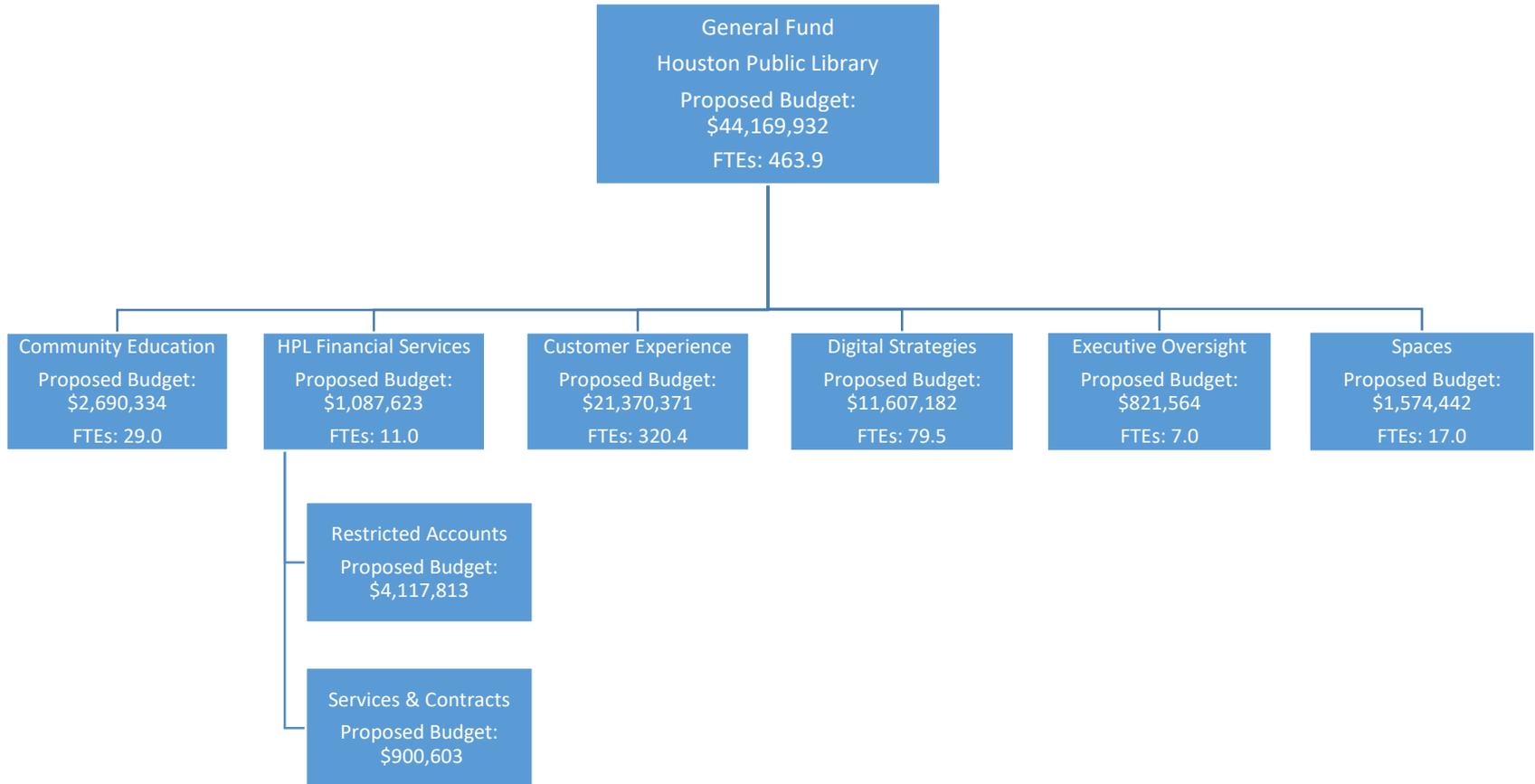
ZBB Program Organizational Chart (in thousands)



General Fund
HOUSTON PUBLIC LIBRARY
Projected Budget \$44,170
FTEs: 463.9

Community Education & Communications	Financial Services, Restricted Accounts, Library Services & Contracts	Customer Experience	Digital Strategies, Library Material Services, FIDS	Library Executive Oversight	Spaces
FY21 Budget \$2,690 FTEs: 29.0	FY21 Budget \$6,106 FTEs: 11.0	FY21 Budget \$21,370 FTEs: 320.4	FY21 Budget \$11,607 FTEs: 79.5	FY21 Budget \$821 FTEs: 7.0	FY21 Budget \$1,574 FTEs: 17.0
<ul style="list-style-type: none"> ▪ Develops, implements, and manages system-wide – youth and adult programs, services and events for all library locations; marketing strategies, including system-wide communications and print services; staff recognition and professional development training; volunteer coordination and placement . ▪ Cultivates and manages strategic partnerships in support of special initiatives. 	<ul style="list-style-type: none"> ▪ Provides oversight and administration of the department’s fiscal operations . ▪ Provides oversight of City of Houston restricted accounts cost share for Houston Public Library. ▪ Supports the management and oversight of required and mandatory contracts and agreements for the system including payments for online real time homework assistance and departmental Contracts. 	<ul style="list-style-type: none"> ▪ Encompasses network of Neighborhood Libraries, Central Library, and three Special Collections throughout Houston. . ▪ Supports access to print and digital materials, information, and computers, technology, meeting spaces and programs such as out of school time and services such as passports, for individuals of all ages. ▪ Provides access to technology, programs, and services for underserved communities and schools. 	<ul style="list-style-type: none"> ▪ Provides technology access and support for all library public services such as mobile app, computers, WIFI, hotspots, and website. ▪ Oversees online catalog, book and materials check-out system, customer accounts and records. ▪ Manages technology makerspace service model for the system. ▪ Administration of library books and materials and online databases ▪ Managers fleet and material deliveries. 	<ul style="list-style-type: none"> ▪ Houston Public Library department oversight-policy. procedure, and strategic direction in the areas of financial accounting, digital strategy, spaces, community education, library customer experience, governmental affairs, and organizational development. ▪ System-wide data analysis and reporting. ▪ Management and support for education, customer experience, and programs. 	<ul style="list-style-type: none"> ▪ Oversight of all elements relating to department spaces including- design, construction, branding, security, cleaning, furniture, fixtures, and equipment. ▪ Administration of special events and public art and exhibits for the system.

ZBB Program Organization Chart





General Fund Revenues Overview

Category	FY19 Actual	FY20 Projected Current Budget	FY20 Estimates	FY21 Projected	Variance FY21 Prop/FY20 Estimates	% Change
GENERAL FUND	\$1,761,265	\$1,494,450	\$1,497,183	\$1,496,550	(633)	0.0%
Total	\$1,761,265	\$1,494,450	\$1,497,183	\$1,496,550	(633)	0.0%



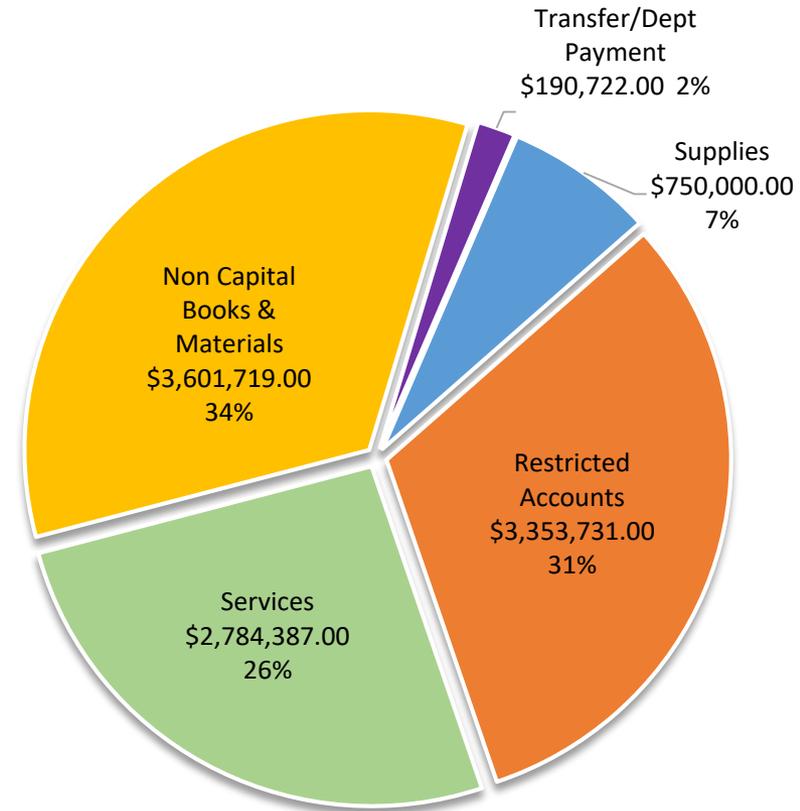
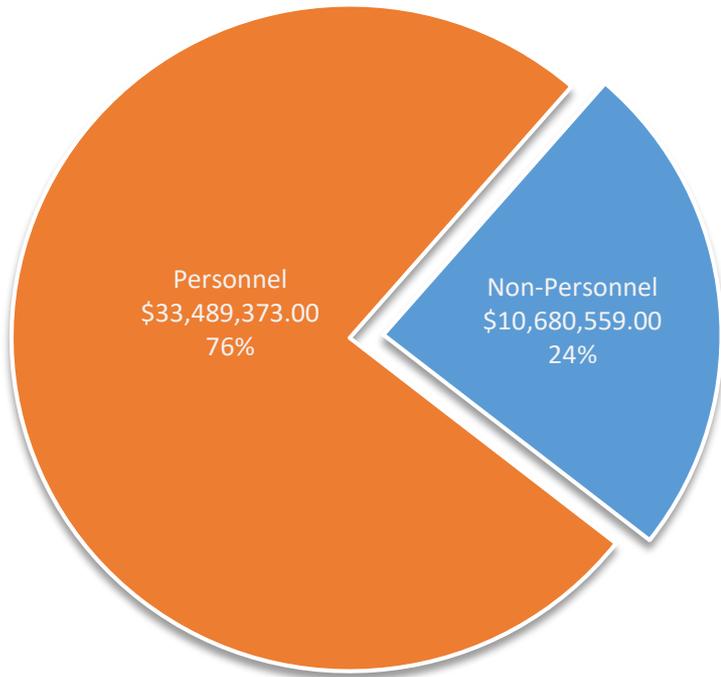
Department Expenditures By Category

Category	FY19 Actual	FY20 Projected Current Budget	FY20 Estimates	FY21 Projected Budget	Variance FY21 Projected Budget/FY20 Projected Current Budget	% Change
Personnel	\$30,967,343	\$31,613,721	\$31,613,721	\$33,489,373	1,875,652	5.6%
Supplies	\$185,078	\$190,722	\$190,722	\$190,722	0	0%
Restricted Accounts*	\$2,262,500	\$3,107,523	\$3,061,076	\$3,353,731	292,655	8.7%
Services (contracts)	\$2,689,270	\$2,784,387	\$2,784,387	\$2,784,387	0	0%
Non-Capital Books & Materials/Computers/Furniture	\$3,705,529	\$3,601,719	\$3,601,719	\$3,601,719	0	0%
Transfers/Debt Payment	\$750,000	\$750,000	\$750,000	\$750,000	0	0%
Total	\$40,559,720	\$42,048,072	\$42,001,625	44,169,932	2,168,307	5.2%

*Restricted Accounts -Budget includes service chargeback accounts for items such fuel, electricity, IT accounts, etc. See appendix for more details



FY2021 Personnel vs Non Personnel

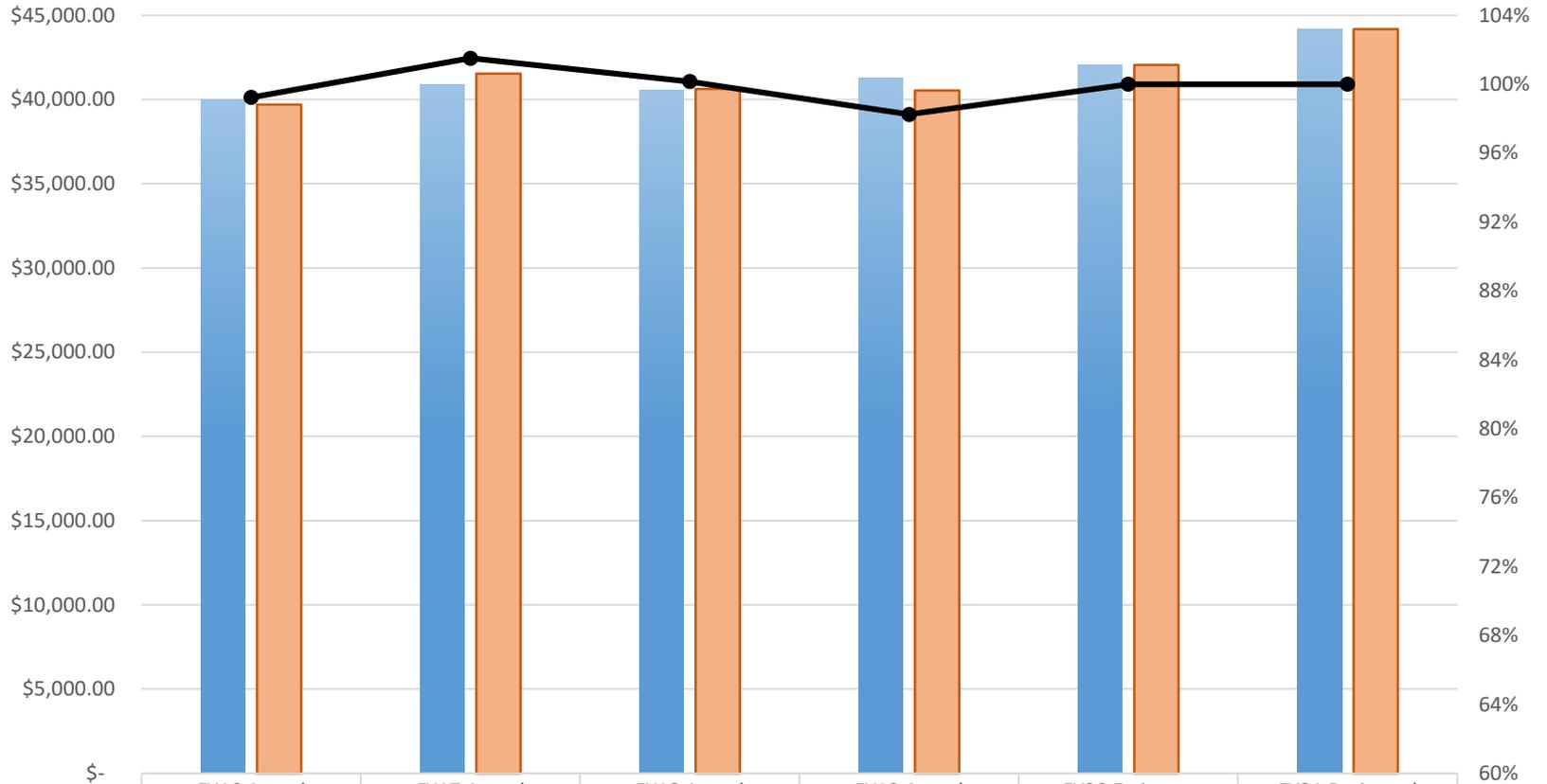


FY2021 Budget Expenditures Net Change



Net Change to FY2020 Projected Current Budget		
FY2020 Current Budget		Notes
Operating Budget		\$38,940,549
Restricted Budget		\$3,061,076
FY2020 Projected Current Budget		\$42,001,625
Explanation of FY2021 Incremental Increase/(Decrease)		
Operating Budget Adjustments		
Budget reduction initiatives		(198,469)
Personnel budget utilization savings		-
	Subtotal Operating Budget Adjustments	\$ (198,469)
	% Change from FY20 Operating Budget	(0.5%)
Contractual or Mandated Adjustments:		
Health Benefits Active Civilian		\$ 16,412
Health Benefits Active Classified (if applicable)		468,968
Municipal Pension		292,655
Classified Pension (if applicable)		1,588,741
Restricted Accounts		292,655
HOPE Increase		1,588,741
	Subtotal Contractual/Mandated Increases	\$ 2,366,776
FY2021 Projected Budget		
Operating and Contractual Adjustments		\$ 2,168,307
	FY2021 Projected Budget	\$44,169,932
	% Change from FY20 Projected Current Budget	5.2%
Notes:		
1. Restricted Budget includes service chargeback accounts for items such fuel, electricity, IT accounts, etc.		

Budget History



Adopted Budget	\$40,003.00	\$40,916.82	\$40,568.75	\$41,268.10	\$42,048.07	\$44,169.93
Actual/Estimate	\$39,695.16	\$41,532.24	\$40,633.03	\$40,544.72	\$42,048.07	\$44,169.93
Percent Budget Spent	99%	102%	100%	98%	100%	100%



Program Details



Program 1

Program Name:	HPL- Community Education & Communications
Program Description:	Develops, implements, and manages system-wide youth and adult programs, services and events for all library locations. Develops and implements marketing strategies, including system-wide communications and print services. Cultivates and manages strategic partnerships in support of special initiatives. Supports and coordinates staff recognition and professional development training for the system. Oversees volunteer coordination and placement for the system.
Program Deliverables:	Provide literacy support, community education, and programs throughout City of Houston
Plan Houston:	Champion learning
Staffing / FTE Count:	29.0 FTEs
Significant Changes:	Increase in this program is primarily to best capture division for ZBB.

FY2019 Actual	FY2020 Current Budget	FY2020 Estimate	FY2021 Projected Budget
\$1,277,016	\$1,785,506	\$1,785,506	\$2,690,334

FY2021 Efficiency/Reduction **	Comment
\$904,828	HPL ZBB program reorganization, change is due to the realignment of program divisions.

* FY2021 projected budget represents funding to continue the level of services currently provided

** Items that are not included in the FY2021 Projected Budget may include initiatives enhancements to expand program or/and reduction initiatives as part of efficiencies.

Program 2



Program Name:	HPL-Finance, Library Services and Contracts, & Restricted Accounts
Program Description:	Provides oversight and administration of the department’s fiscal operations including Private Funds, Donations, Endowments, & Gifts, Cash Collections, Revenues, Library Fines, Grants, Fiscal Budgets, Purchasing & Procurements, Accounts Payable, Fixed Assets, Audits, and Financial Reporting and Analysis. Provides oversight of City of Houston restricted accounts cost share for Houston Public Library, such as IT costs, Fleet, Debt Services, Human Resources, and Kronos charges. Supports the management and oversight of required and mandatory contracts and agreements for the system including payments for online real time homework assistance and departmental Contracts.
Program Deliverables:	Sound Financial Management and Fiscal Responsibility.
Plan Houston:	Spend money wisely
Staffing / FTE Count:	11.0 FTEs
Significant Changes:	Increase in this program is primarily to best capture division for ZBB.

FY2019 Actual	FY2020 Current Budget	FY2020 Estimate	FY2021 Projected Budget
\$2,801,132	\$5,049,853	\$5,003,506	\$6,106,039

FY2021 Efficiency/Reduction **	Comment
\$1,102,533	HPL ZBB program reorganization, change is due to the realignment of program divisions and personnel mandated benefit increases.

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Program 3

Program Name:	HPL- Customer Experience
Program Description:	Customer Experience encompasses network of Neighborhood Libraries, Central Library, and three Special Collections throughout the City of Houston. Supports access to print and digital materials, information, computers, technology, meeting spaces and programs such as out of school time and services such as passports, for individuals of all ages in support of lifelong learning. Provides access to technology, library programs, and services for underserved communities and schools as well as technology through outreach mobile units.
Program Deliverables:	Provides face to face library services and programs to Houston Citizens.
Plan Houston:	Champion learning
Staffing / FTE Count:	320.4 FTEs
Significant Changes:	Increase in this program is primarily to best capture division for ZBB.

FY2019 Actual	FY2020 Current Budget	FY2020 Estimate	FY2021 Projected Budget
\$20,824,085	\$21,209,648	\$21,209,648	\$21,370,371

FY2021 Efficiency/Reduction **	Comment
\$160,723	HPL ZBB program reorganization, change is due to the realignment of program divisions and personnel mandated increases.

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Program 4

Program Name:	HPL- Digital Strategies, Library Materials Services, and FIDS
Program Description:	Provide technology access and support for all library public services inclusive of desktop computers, laptops, tablets, network, WIFI, scanners, printers, hotspots, website, mobile app. Oversees online catalog, book and materials check-out system, customer accounts and records. Administration of technology makerspace model for the system encompassing technologies such as multi-media, audio and video recording studios, 3D scanning and printing. Oversees books and materials online database and material deliveries.
Program Deliverables:	Provides digital access to the citizens of Houston through digital materials, hotspots, laptops, ,mobile apps and computers
Plan Houston:	Champion learning
Staffing / FTE Count:	79.5 FTEs
Significant Changes:	Increase in this program is primarily to best capture division for ZBB.

FY2019 Actual	FY2020 Current Budget	FY2020 Estimate	FY2021 Projected Budget
\$11,756,880	\$11,117,939	\$11,117,939	\$11,607,182

FY2021 Efficiency/Reduction **	Comment
\$489,243	HPL ZBB program reorganization, change is due to the realignment of program divisions.

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Program 5

Program Name:	Library Executive Oversight
Program Description:	Houston Public Library Systems oversight. Provides policy, procedure, and strategic direction for the department, including financial accounting, digital strategy, spaces, community education, library customer experience, and governmental affairs and organizational development. Collect and provide system-wide data, analysis, and reports. Provides and coordinates management and support for Library system education, customer experience, and programs.
Program Deliverables:	Library leadership, statistical reports and analysis, Mayor and Council members liaison.
Plan Houston:	Communicate clearly and with transparency
Staffing / FTE Count:	7.0 FTEs
Significant Changes:	Increase in this program is primarily to best capture division for ZBB.

FY2019 Actual	FY2020 Current Budget	FY2020 Estimate	FY2021 Projected Budget
\$1,181,887	\$749,633	\$749,633	\$821,564

FY2021 Efficiency/Reduction **	Comment
\$71,931	HPL ZBB program reorganization, change is due to the realignment of program divisions and increase in benefits.

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Program 6



Program Name:	HPL- Spaces
Program Description:	Oversees all elements relating to department spaces including- design, construction, branding, security, cleaning, furniture, fixtures, and equipment to ensure that every library space is optimized and ready to help link people to the world. Responsible for the administration of special events and public art and exhibits for the system.
Program Deliverables:	Provides library branded spaces and furniture unique to learning environment and presentations.
Plan Houston:	Sustain quality infrastructure
Staffing / FTE Count:	17.0 FTEs
Significant Changes:	Increase in this program is primarily to best capture division for ZBB.

FY2019 Actual	FY2020 Current Budget	FY2020 Estimate	FY2021 Projected Budget
\$2,685,322	\$2,135,393	\$2,135,393	\$1,574,442

FY2021 Efficiency/ Reduction **	Comment
(\$560,951)	HPL ZBB program reorganization, change is due to the realignment of program divisions.

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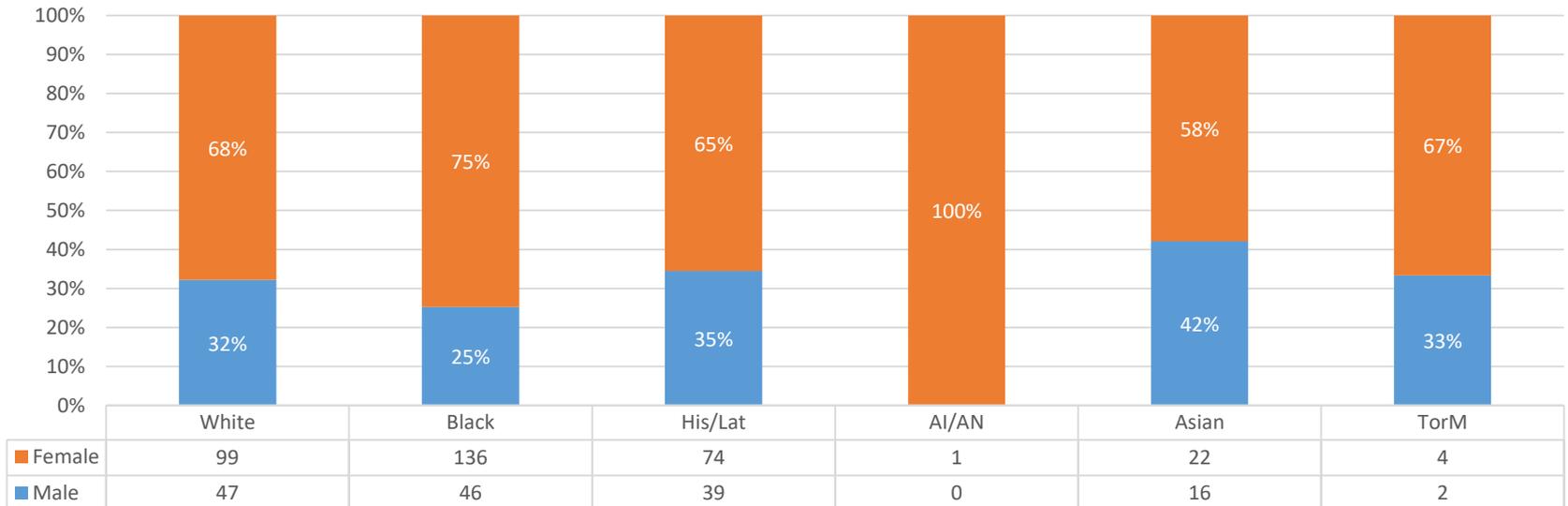
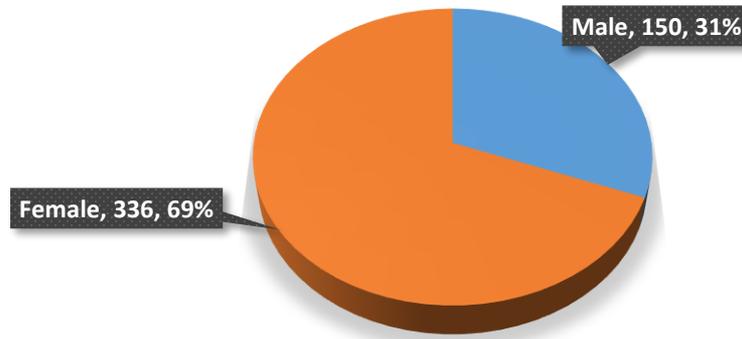
Appendix



Restricted Account Details

GL Description	Justification & Cost Drivers
Fuel	Fuel Program operates and manages all City owned fuel sites. Expense explanation - Fuel services are driven primarily by market pricing
Application Services	Costs include Microsoft Enterprise licenses, 3-1-1 maintenance support and applications, SAP licenses maintenance and support, various Enterprise Application and Server support personnel, CSMART (MCD Only), eSignature, Project Management, Infor, eDiscovery, Cyber Security Office software and support, HITS Budget support via the Finance Department, eSignature
Insurance Fees	Cost increase for property insurance premium.
Electricity	Responsible for administering the electricity accounts for the City. Program is responsible for overseeing procurement contracts, forecasting, providing price certainty, and financial reporting. Electricity expenses are projected to be lower than the previous year as a function of the competitive bidding process.
Natural Gas	Responsible for administering the natural gas accounts for the City. Program is responsible for overseeing procurement contracts, forecasting, providing price certainty, and financial reporting. Natural gas expenses are projected to be lower than the previous year due to current market conditions and locking in a rate favorable to the City.
Data Services	Costs associated with software and maintenance support contracts required to maintain city networks, applications, desktop devices, servers, payment card industry security, storage devices, cloud services, telephone systems and network equipment including Phonoscope circuits. Contracts cover Antivirus, Firewall and Network backup systems. Also, the Data Center costs are included in the Data Services restricted account.
Voice Services	Monthly costs for Voice/Communication Services. The services include: Local landlines, voice/data circuits, long distance, 1-800 numbers, calling cards, language lines, Citywide ISP/Internet Access. The major vendors are ATT, Department of Information Resources (DIR), Verizon and Century Link.
Voice Labor	Labor costs and parts needed to perform work associated with installation and/or upgrades of telephone systems and cabling. The sole vendor is Selrico.
GIS Revolving Fund Services	Personnel, software licenses and maintenance costs associated with the city of Houston's Enterprise Geographic Information System (EGIS)
Voice Services - Wireless	Monthly charges for Verizon Business services and mobile devices including cell phones, air cards and tablets.
Interfund HR Client Services	Include HR operation cost reflecting health benefits and restricted accounts increase.
KRONOS Service Chargeback	Software license and maintenance costs associated with the city of Houston's Time and Attendance System (KRONOS)
Drainage Fee Service Chargeback	Fee is based on impervious service.
Interfund Permit Center Rent Chargeback	The cost include the HPC Point of Sale cost increase for credit card merchant fee, and lease cost increase.
Interfund Vehicle Services	Provides repair, maintenance, and administrative support for all city departments' rolling stock equipment. Expense explanation - Vehicle Services are projected to increase driven by part cost, contractual increases, and an aging vehicle population.
Interfund Radio System Access	Due to the consolidation of the radio group in General Fund to revolving fund for HITS. This group is responsible for the operation and maintenance of the City's public safety radio system.

Workforce Analysis Headcount and Percentages



Unmet Needs



Re-Opening Four Harvey Closed Locations

TECHLink Dixon	Staff: Need 5 FTE - \$314,164 Materials: \$5,000 Total: \$319,164
McCrane-Kashmere Gardens Neighborhood Library	Staff: Need 3 FTE - \$147,003 Equipment: \$200,000 Materials: \$10,000 Total: \$357,003
Flores Neighborhood Library	Staff: Need 8 FTE - \$452,227 Equipment: \$100,000 Materials: \$10,000 Total: \$562,227
Melcher Neighborhood Library	Staff: Need 5 FTE - \$265,751 Equipment: \$133,000 Materials: \$10,000 Total: \$408,751
	Grand Total: \$1,647,145

Department FY2020 Accomplishments (OPTIONAL)



- Robinson-Westchase Library - IIDA Texas & Oklahoma Chapter Design Excellence (Government Category)
- New Alief Neighborhood Center (Design) - RTFA Award 1st place, Rethinking The Future Award for EYP Inc
- 3 Genealogy awards: Manager, Sue Kaufman received the Fellow of the Texas State Genealogical Society (TxSGS), the Filby Award for Genealogical Librarianship from the National Genealogical Society, and the Lloyd DeWitt Bockstruck Distinguished Service Award from the Dallas Genealogical Society for her outstanding contributions to the genealogical community on a national level
- Young Adult Service Librarian, Rebecca Denham was named the 2020-2021 Young adult Library Service Association(YALSA) Board Fellow
- Office of Business Opportunity Champions of Diversity Award, City of Houston Department of the Year Award